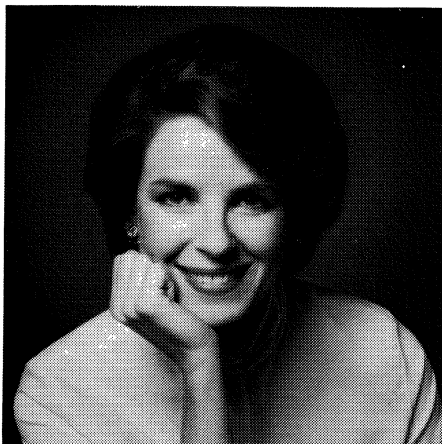


How to read an annual report

By Jane Bryant Quinn



International Paper asked Jane Bryant Quinn, business commentator for the CBS-TV Morning News, columnist for Newsweek, and author of Everyone's Money Book, to tell how anyone can understand and profit from a company's annual report.

To some business people I know, curling up with a good annual report is almost more exciting than getting lost in John le Carré's latest spy thriller.

But to you it might be another story. "Who needs that?" I can hear you ask. *You* do—if you're going to gamble any of your future *working* for a company, *investing* in it, or *selling* to it.

Why should you bother?

Say you've got a job interview at Galactic Industries. Well, what does the company do? Does its future look good? Or will the next recession leave your part of the business on the beach?

Or say you're thinking of investing your own hard-earned money in its stock. Sales are up. But are its profits getting better or worse?

Or say you're going to supply it with a lot of parts. Should you extend Galactic plenty of credit or keep it on a short leash?

How to get one

You'll find answers in its annual report. Where do you find *that*? Your library should have the annual reports of nearby companies plus leading national ones. It also has listings of companies' financial

officers and their addresses so you can write for annual reports.

So now Galactic Industries' latest annual report is sitting in front of you ready to be cracked. How do you crack it?

Where do we start? *Not* at the front. At the *back*! We don't want to be surprised at the end of *this* story.

Start at the back

First, turn back to the report of the *certified public accountant*. This third-party auditor will tell you right off the bat if Galactic's report conforms with "generally accepted accounting principles."

Watch out for the words "subject to." They mean the financial report is clean *only* if you take the company's word about a particular piece of business, and the accountant isn't sure you should. Doubts like this are usually settled behind closed doors. When a "subject to" makes it into the annual report, it could mean trouble.

What else should you know before you check the numbers?

Stay in the back of the book and go to

in its pocket. Are earnings up? Maybe that's bad. They may be up because of a special windfall that won't happen again next year. The footnotes know.

For what happened and why

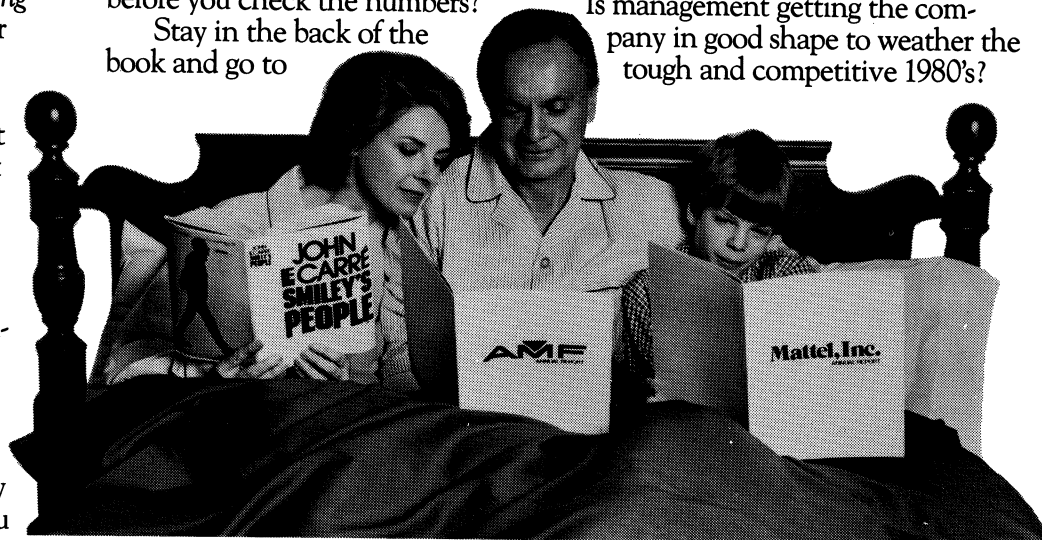
Now turn to the *letter from the chairman*. Usually addressed "to our stockholders," it's up front, and *should* be in more ways than one. The chairman's tone reflects the personality, the well-being of his company.

In his letter he should tell you how his company fared this year. But more important, he should tell you *why*. Keep an eye out for sentences that start with "Except for..." and "Despite the..." They're clues to problems.

Insights into the future

On the positive side, a chairman's letter should give you insights into the company's future and its *stance* on economic or political trends that may affect it.

While you're up front, look for what's new in each line of business. Is management getting the company in good shape to weather the tough and competitive 1980's?



"Reading an annual report can be (almost) as exciting as a spy thriller—if you know how to find the clues. I'll show you how to find the most important ones here."

the *footnotes*. Yep! The whole profits story is sometimes in the footnotes.

Are earnings down? If it's only because of a change in accounting, maybe that's good! The company owes less tax and has more money

Now—and no sooner—should you dig into the numbers!

One source is the *balance sheet*. It is a snapshot of how the company stands at a single point in time. On the left are *assets*—everything the company owns. Things that can

quickly be turned into cash are *current assets*. On the right are *liabilities*—everything the company owes. *Current liabilities* are the debts due in one year, which are paid out of current assets.

The difference between current assets and current liabilities is *net working capital*, a key figure to watch from one annual (and quarterly) report to another. If working capital shrinks, it could mean trouble. One possibility: the company may not be able to keep dividends growing rapidly.

Look for growth here

Stockholders' equity is the difference between total assets and liabilities. It is the presumed dollar value of what stockholders own. You want it to grow.

Another important number to watch is *long-term debt*. High and rising debt, relative to equity, may be no problem for a growing business. But it shows weakness in a company that's leveling out. (More on that later.)

The second basic source of numbers is the *income statement*. It shows how much money Galactic made or lost over the year.

Most people look at one figure first. It's in the income statement at the bottom: *net earnings per share*. Watch out. It can fool you. Galactic's management could boost earnings by selling off a plant. Or by cutting the budget for research and advertising. (See the footnotes!) So don't be smug about net earnings until you've found out how they happened—and how they might happen next year.

Check net sales first

The number you *should* look at first in the income statement is *net sales*. Ask yourself: Are sales going *up at a faster rate* than the last time around? When sales increases start to slow, the company may be in trouble. Also ask: Have sales gone up faster than inflation? If not, the company's *real* sales may be behind. And ask yourself once more: Have sales gone down because the company is selling off a losing business?

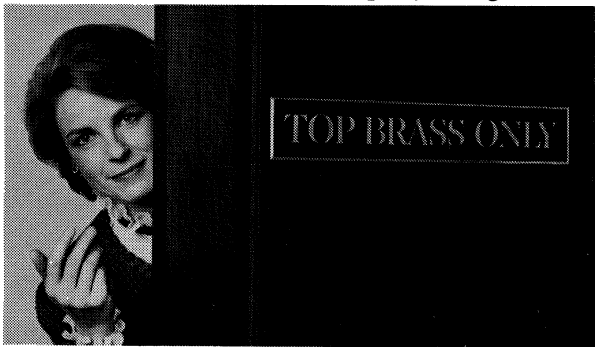
If so, profits may be soaring.

(I never promised you that figuring out an annual report was going to be easy!)

Get out your calculator

Another important thing to study today is the company's debt. Get out your pocket calculator, and turn to the balance sheet. Divide long-term liabilities by stockholders' equity. That's the *debt-to-equity ratio*.

A high ratio means that the company borrows a lot of money to spark its growth. That's okay—if sales grow, too, and if there's enough cash on hand to meet the payments. A company doing well



"For inside information, an annual report is second only to meeting with the brass behind closed doors. Come on in!"

on borrowed money can earn big profits for its stockholders. But if sales fall, watch out. The whole enterprise may slowly sink. Some companies can handle high ratios, others can't.

You have to compare

That brings up the most important thing of all: *One* annual report, *one* chairman's letter, *one* ratio won't tell you much. You have to compare. Is the company's debt-to-equity ratio better or worse than it

used to be? Better or worse than the industry norms? Better or worse, after this recession, than it was after the last recession? In company-watching, *comparisons are all*. They tell you if management is staying on top of things.

Financial analysts work out many other ratios to tell them how the company is doing. You can learn more about them from books on the subject. Ask your librarian.

But one thing you will *never* learn from an annual report is how much to pay for a company's stock. Galactic may be running well. But if investors expected it to run better, the stock might fall. Or, Galactic could be slumping badly. But if investors see a better day tomorrow, the stock could rise.

Two important suggestions

Those are some basics for weighing a company's health from its annual report. But if you want to know *all* you can about a company, you need to do a little more homework. First, see what the business press has been saying about it over recent years. Again, ask your librarian.

Finally, you should keep up with what's going on in business, economics and politics here and around the world. All can—and will—affect you and the companies you're interested in.

Each year, companies give you more and more information in their annual reports. Profiting from that information is up to you. I hope you profit from *mine*.

Today, the printed word is more vital than ever. Now there is more need than ever for all of us to *read* better, *write* better, and *communicate* better.

International Paper offers this series in the hope that, even in a small way, we can help.

Since we started printing it in 1979, we have sent out—at requests from people everywhere, including students, teachers and business people—several million reprints.

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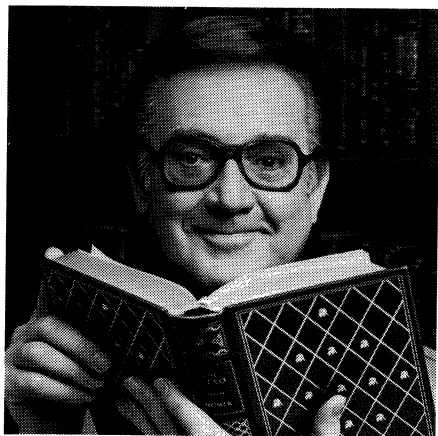


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We believe in the power of the printed word.

How to enjoy the classics

By Steve Allen



International Paper asked Steve Allen, television comedian, composer, writer of the television series "Meeting of Minds," author of 22 books and lover of the classics, to tell how you can appreciate man's greatest written works.

Why is it? In school we learn one of the most amazing and difficult feats man has ever accomplished—how to read—and at the same time we learn to hate to read the things worth reading most!

It's happened to us all—with assignment reading! It happened to me. The teacher assigned *Moby Dick*. I didn't want to read it. So I fought it. I disliked it. I thought I won.

But I lost. My struggle to keep at arm's length from *Moby Dick* cost me all the good things that can come from learning to come to terms with those special few books we call the "classics."

I've come back to *Moby Dick* on my own since. I like it. And I've discovered a new level of pleasure from it with each reading.

What is a classic? A classic is a book that gives you that exhilarating feeling, if only for a moment, that you've finally uncovered part of the meaning of life.

A classic is a book that's stood the test of time, a book that men and women all over the world keep reaching for throughout the ages for its special enlightenment.

Not many books can survive such a test. Considering all the volumes that have been produced since man first put chisel to stone,

classics account for an infinitesimal share of the total—less than .001 percent. That's just a few thousand books. Of those, under 100 make up the solid core.

Why should you tackle the classics? Why try to enjoy them?

I suggest three good reasons:

1. Classics open up your mind.
2. Classics help you grow.
3. Classics help you understand your life, your world, yourself.

That last one is the big one. A classic can give you insights into yourself that you will get nowhere else. Sure, you can get pleasure out of almost any book. But a classic, once you penetrate it, lifts you up high! Aeschylus's *Oresteia* was written nearly 2,500 years ago—and it still knocks me out!

But I can hear you saying, "I've tried reading classics. They are hard to understand. I can't get into them."

Let me offer some suggestions that will help you open up this wondrous world. Pick up a classic you've always promised to try. Then take Dr. Allen's advice.

Know what you're reading

Is it a novel, drama, biography, history? To find out, check the table of contents, read the book cover, the preface, or look up the title or author in *The Reader's Encyclopedia*.

Don't read in bed

Classics can be tough going; I'll admit it. You need to be alert, with your senses sharp. When you read in bed you're courting sleep—and you'll blame it on the book when you start nodding off.

Don't let a lot of characters throw you

Dostoevsky tosses fifty major characters at you in *The Brothers*

Karamazov. In the very first chapter of *War and Peace*, Tolstoy bombards you with twenty-two names—long, complicated ones like Anna Pavlovna Scherer, Anatole and Prince Bolkonski. Don't scurry for cover. Stick with it. The characters will gradually sort themselves out and you'll feel as comfortable with them as you do with your own dear friends who were strangers, too, when you met them.

Give the author a chance

Don't say "I don't get it!" too soon. Keep reading right to the end.

Sometimes, though, you may not be ready for the book you're trying to get into. I tackled Plato's *Republic* three times before it finally opened up to me. And man, was it worth it! So if you really can't make a go of the book in your lap, put it aside for another day, or year, and take on another one.

Read in big bites

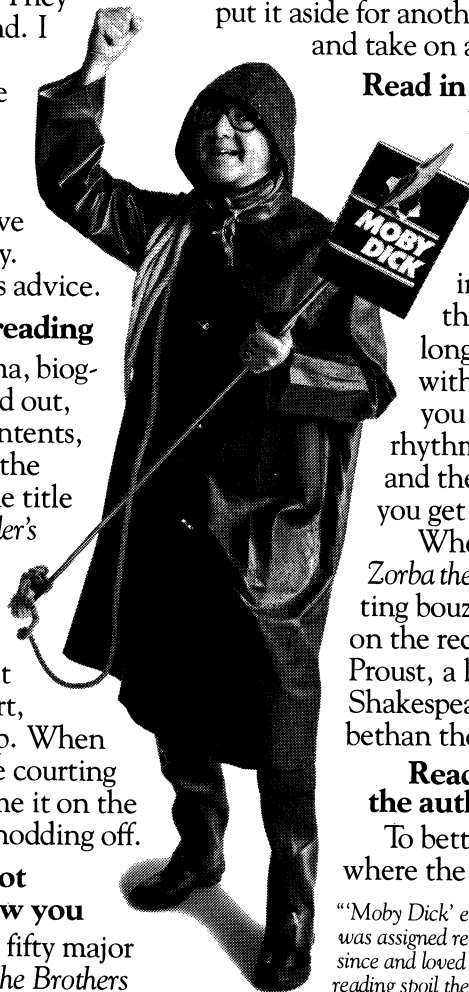
Don't read in short nibbles. How can you expect to get your head into anything that way? The longer you stay with it, the more you get into the rhythm and mood—and the more pleasure you get from it.

When you read *Zorba the Greek* try putting bouzouki music on the record player; Proust, a little Debussy; Shakespeare, Elizabethan theater music.

Read what the author read

To better understand where the author is

"*'Moby Dick'* escaped me when it was assigned reading. I've landed it since and loved it. Don't let assigned reading spoil the classics for you."



coming from, as we say, read the books he once read and that impressed him. Shakespeare, for example, dipped into North's translation of Plutarch's *Lives* for the plots of *Julius Caesar*, *Antony and Cleopatra* and *A Midsummer Night's Dream*. It's fun to know you're reading what he read.

Read about the author's time

You are the product of your time. Any author is the product of his time. Knowing the history of that time, the problems that he and others faced, their attitudes—will help you understand the author's point of view. *Important point*: You may not agree with the author. No problem. At least he's made you think!

Read about the author's life

The more you know about an author's own experiences, the more you'll understand why he wrote what he wrote. You'll begin to see the autobiographical odds and ends that are hidden in his work.

A writer can't help but reveal himself. Most of our surmises about Shakespeare's life come from clues found in his plays.

Read the book again

All classics bear rereading. If after you finish the book you're intrigued but still confused, reread it then and there. It'll open up some more to you.

If you did read a classic a few years back and loved it, read it again. The book will have so many new things to say to you, you'll hardly believe it's the same one.

A few classics to enjoy

You can find excellent lists of the basic classics compiled by helpful experts, like Clifton Fadiman's *Lifetime Reading Plan*, the *Harvard Classics* and Mortimer J. Adler's *Great Books*. Look into them.

But before you do, I'd like to suggest a few classics that can light up your life. Even though some might have been spoiled for you by

the required reading stigma, try them. Try them. And try them.

1. Homer: *Iliad* and *Odyssey*. The Adam and Eve of Western literature. Read a good recent translation. My favorite is by Robert Fitzgerald.

2. Rabelais: *Gargantua and Pantagruel*. A Gargantuan romp. I recommend the Samuel Putnam translation.



"Some of my best friends come out of the pages of the classics I suggest to you here. They'll be your best friends, too, for they'll help you better understand your life, your world and yourself."

3. Geoffrey Chaucer: *Canterbury Tales*. Thirty folks on a four-day pilgrimage swapping whoppers. Don't be surprised if the people you meet here are like people you know in your life.

4. Cervantes: *Don Quixote*. The first modern novel, about the lovable old Don with his "impossible dream." How could you go through life without reading it once?

5. Shakespeare: *Plays*. Shake-

speare turned out 37 plays. Some are flops, some make him the greatest writer ever. All offer gold. His best: "Hamlet," "Macbeth" and "Romeo and Juliet." (See them on the stage, too.)

6. Charles Dickens: *Pickwick Papers*. No one can breathe life into characters the way Dickens can. Especially the inimitable Samuel Pickwick, Esq.

7. Mark Twain: *Huckleberry Finn*. Maybe you had to read this in school. Well, climb back on that raft with Huck and Jim. You'll find new meaning this time.

Of course, these few suggestions hardly scratch the surface.

Don't just dip your toe into the deep waters of the classics. Plunge in! Like generations of bright human beings before you, you'll find yourself invigorated to the marrow by thoughts and observations of the most gifted writers in history.

You still enjoy looking at classic paintings. You enjoy hearing musical classics. Good books will hold you, too. Someone has said the classics are the diary of man. Open up the diary. Read about yourself—and understand yourself.

Jane Allen

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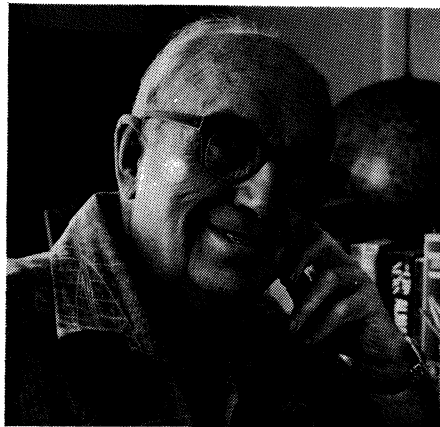


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How to use a library

By James A. Michener



International Paper asked Pulitzer Prize-winning novelist James A. Michener, author of "Tales of the South Pacific," "Hawaii," "Centennial" and "Chesapeake," to tell how you can benefit from the most helpful service in your community.

You're driving your car home from work or school. And something goes wrong. The engine stalls out at lights, holds back as you go to pass.

It needs a tune-up—and soon. Where do you go? The library.

You can take out an auto repair manual that tells step-by-step how to tune up your make and model.

Or your tennis game has fallen off. You've lost your touch at the net. Where do you go?

The library—for a few books on improving your tennis form.

"The library!" you say. "That's where my teacher sends me to do—ugh—homework."

Unfortunately, I've found that's exactly the way many people feel. If you're among them, you're denying yourself the easiest way to improve yourself, enjoy yourself and even cope with life.

It's hard for me to imagine what I would be doing today if I had not fallen in love, at the ripe old age of seven, with the Melinda Cox Library in my hometown of Doylestown, Pennsylvania. At our house, we just could not afford books. The books in that free library would change my life dramatically.

Who knows what your library can open up for you?

My first suggestion for making the most of your library is to do what I did: read and read and read. For pleasure—and for understanding.

How to kick the TV habit

If it's TV that keeps you from cultivating this delicious habit, I can offer a sure remedy. Take home from the library a stack of books that might look interesting.

Pile them on the TV set. Next time you are tempted to turn on a program you really don't want to see, reach for a book instead.

Over the years, some people collect a mental list of books they mean to read. If you don't have such a list, here is a suggestion. Take from the library some of the books you might have enjoyed dramatized on TV, like Remarque's "All Quiet on the Western Front," Clavell's "Shōgun," Tolkien's "The Hobbit," or Victor Hugo's "Les Misérables."

If you like what you read, you can follow up with other satisfying books by the same authors.

Some people in their reading limit themselves to current talked-about best sellers. Oh, what they miss! The library is

full of yesterday's best sellers; and they still make compelling reading today. Some that I've enjoyed: A. B. Guthrie's "The Big Sky," Carl Van Doren's "Benjamin Franklin," Mari Sandoz's "Old Jules," and Norman Mailer's "The Naked and the Dead."

How do you find these or any other books you're looking for? It's easy—with the card catalog.

Learn to use the card catalog

Every time I go to the library—and I go more than once a week—I invariably make a beeline to the card catalog before anything else. It's the nucleus of any public library.

The card catalog lists every book in the library by:

1. author; 2. title; 3. subject.

Let's pick an interesting subject to look up. I have always been fascinated by astronomy.

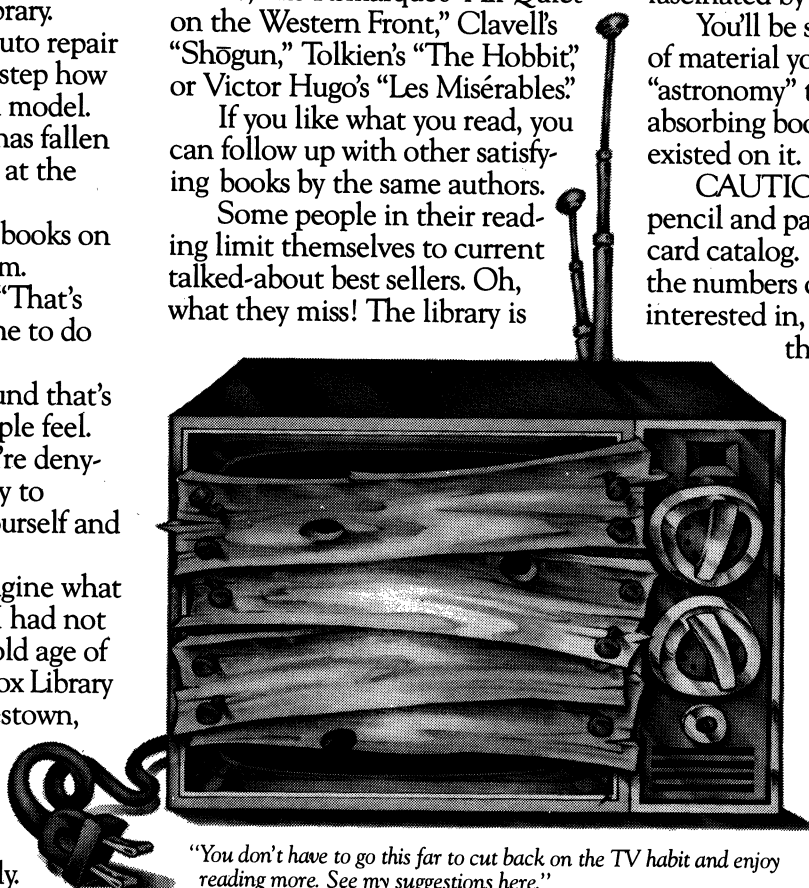
You'll be surprised at the wealth of material you will find under "astronomy" to draw upon. And the absorbing books you didn't know existed on it.

CAUTION: Always have a pencil and paper when you use the card catalog. Once you jot down the numbers of the books you are interested in, you are ready to find them on the shelves.

Learn to use the stacks

Libraries call the shelves "the stacks." In many smaller libraries which you'll be using, the stacks will be open for you to browse.

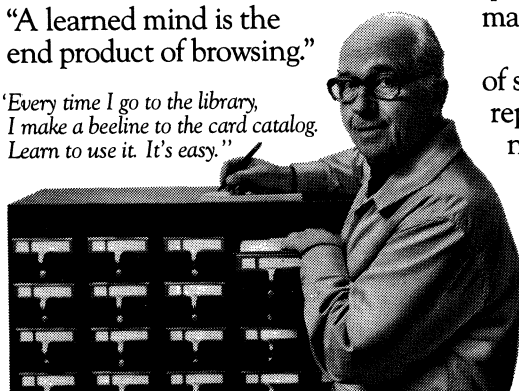
To me there is a special thrill in tracking down the books I want in the stacks! For invariably, I find books about which I knew nothing, and



"You don't have to go this far to cut back on the TV habit and enjoy reading more. See my suggestions here."

these often turn out to be the very ones I need. You will find the same thing happening to you when you start to browse in the stacks. "A learned mind is the end product of browsing."

"Every time I go to the library, I make a beeline to the card catalog. Learn to use it. It's easy."



CAUTION: If you take a book from the stacks to your work desk, do not try to return it to its proper place. That's work for the experts. If you replace it incorrectly, the next seeker won't be able to find it.

Learn to know the reference librarian

Some of the brightest and best informed men and women in America are the librarians who specialize in providing reference help.

Introduce yourself. State your problem. And be amazed at how much help you will receive.

CAUTION: Don't waste the time of this expert by asking silly questions you ought to solve yourself. Save the reference librarian for the really big ones.

Learn to use *The Reader's Guide to Periodical Literature*

This green-bound index is one of the most useful items in any library. It indexes all the articles in the major magazines, including newspaper magazine supplements.

Thus it provides a guide to the very latest expert information on any subject that interests you.

So if you want to do a really first-class job, find out which magazines your library subscribes to, then consult *The Reader's Guide* and track down recent articles on your subject. When you use this wonderful tool effectively, you show the mark of a real scholar.

Four personal hints

Since you can take most books home, but not magazines, take full

notes when using the latter.

Many libraries today provide a reprographic machine that can quickly copy pages you need from magazines and books. Ask about it.

If you are working on a project of some size which will require repeated library visits, keep a small notebook in which you record the identification numbers of the books you will be using frequently. This will save you valuable time, because you won't have to consult the card catalog or search aimlessly through the stacks each time you visit for material you seek.

Some of the very best books in any library are the reference books, which may not be taken home. Learn what topics they cover and how best to use them, for these books are wonderful repositories of human knowledge.

Your business and legal advisor

Your library can give you help on any subject. It can even be your business and legal advisor.

How many times have you scratched your head over how to get a tax rebate on your summer job? You'll find answers in tax guides at the library. Thinking of buying or renting a house? You'll find guides to that. Want to defend yourself in traffic court? Find out how in legal books at the library.

Library projects can be fun—and rewarding

Here are a few ideas:

1. *What are your roots?* Trace your ancestors. Many libraries specialize in genealogy.

2. *Did George Washington sleep nearby?* Or Billy the Kid? Your library's collection of local history books can put you on the trail.

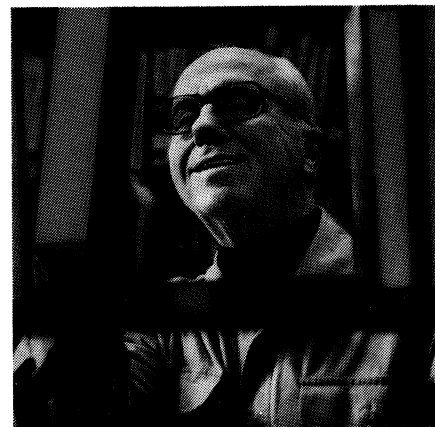
3. *Cook a Polynesian feast.* Or an ancient Roman banquet. Read how in the library's cookbooks.

4. *Take up photography.* Check the library for consumer reviews of cameras before you buy. Take out books on lighting, composition, or darkroom techniques.

Or—you name it!

If you haven't detected by now my enthusiasm for libraries, let me offer two personal notes.

I'm particularly pleased that in recent years two beautiful libraries have been named after me: a small community library in Quakertown,



"I discover all kinds of interesting books just by browsing in the stacks. I encourage you to browse."

Pennsylvania, and the huge research library located at the University of Northern Colorado in Greeley.

And I like libraries so much that I married a librarian.

James A. Michener

Years ago, International Paper sponsored a series of advertisements, "Send me a man who reads," to help make Americans more aware of the value of reading.

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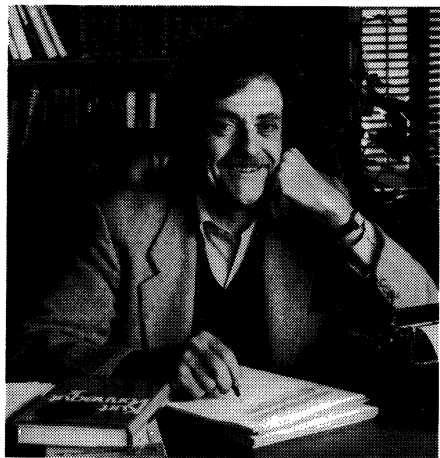


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How to write with style

By Kurt Vonnegut



International Paper asked Kurt Vonnegut, author of such novels as "Slaughterhouse-Five," "Jailbird" and "Cat's Cradle," to tell you how to put your style and personality into everything you write.

Newspaper reporters and technical writers are trained to reveal almost nothing about themselves in their writings. This makes them freaks in the world of writers, since almost all of the other ink-stained wretches in that world reveal a lot about themselves to readers. We call these revelations, accidental and intentional, elements of style.

These revelations tell us as readers what sort of person it is with whom we are spending time. Does the writer sound ignorant or informed, stupid or bright, crooked or honest, humorless or playful – ? And on and on.

Why should you examine your writing style with the idea of improving it? Do so as a mark of respect for your readers, whatever you're writing. If you scribble your thoughts any which way, your readers will surely feel that you care nothing about them. They will mark you down as an egomaniac or a chowderhead – or, worse, they will stop reading you.

The most damning revelation you can make about yourself is that you do not know what is interesting and what is not. Don't you yourself like or dislike writers

mainly for what they choose to show you or make you think about? Did you ever admire an empty-headed writer for his or her mastery of the language? No.

So your own winning style must begin with ideas in your head.

1. Find a subject you care about

Find a subject you care about and which you in your heart feel others should care about. It is this genuine caring, and not your games with language, which will be the most compelling and seductive element in your style.

I am not urging you to write a novel, by the way – although I would not be sorry if you wrote one, provided you genuinely cared about something. A petition to the mayor about a pothole in front of your house or a love letter to the girl next door will do.

2. Do not ramble, though

I won't ramble on about that.

3. Keep it simple

As for your use of language: Remember that two great masters of language, William Shakespeare and James Joyce, wrote sentences which were almost childlike when their subjects were most profound. "To be or not to be?" asks Shakespeare's Hamlet. The longest word is three letters long. Joyce, when he was frisky, could put together a sentence as intricate and as glittering as a necklace for Cleopatra, but my favorite sentence in his short story "Eveline" is this one: "She was tired." At that point in the story, no other words could break the heart of a reader as those three words do.

Simplicity of language is not only reputable, but perhaps even sacred. The Bible opens with a sentence well within the writing skills of a lively fourteen-year-old: "In the beginning God created the heaven and the earth."

4. Have the guts to cut

It may be that you, too, are capable of making necklaces for Cleopatra, so to speak. But your eloquence should be the servant of the ideas in your head. Your rule might be this: If a sentence, no matter how excellent, does not illuminate your subject in some new and useful way, scratch it out.

5. Sound like yourself

The writing style which is most natural for you is bound to echo the speech you heard when a child. English was the novelist Joseph Conrad's third language, and much that seems piquant in his use of English was no doubt colored by his first language, which was Polish. And lucky indeed is the writer who has grown up in Ireland, for the English spoken there is so amusing and musical. I myself grew up in Indianapolis,

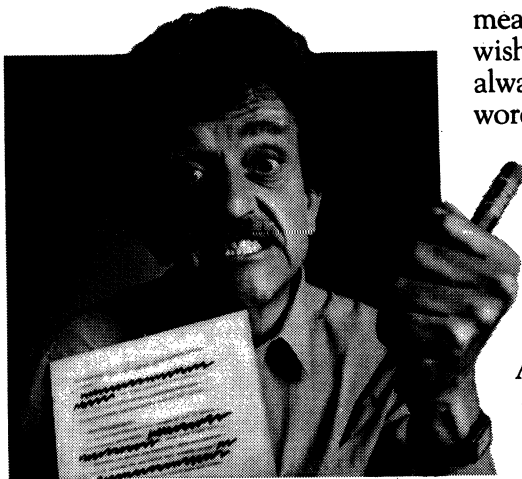
where common speech sounds like a band saw cutting galvanized tin,

Should I act upon the urgings that I feel, or remain passive and thus cease to exist?

To be or not to be?



"Keep it simple. Shakespeare did, with Hamlet's famous soliloquy."



"Be merciless on yourself. If a sentence does not illuminate your subject in some new and useful way, scratch it out."

and employs a vocabulary as unornamental as a monkey wrench.

In some of the more remote hollows of Appalachia, children still grow up hearing songs and locutions of Elizabethan times. Yes, and many Americans grow up hearing a language other than English, or an English dialect a majority of Americans cannot understand.

All these varieties of speech are beautiful, just as the varieties of butterflies are beautiful. No matter what your first language, you should treasure it all your life. If it happens not to be standard English, and if it shows itself when you write standard English, the result is usually delightful, like a very pretty girl with one eye that is green and one that is blue.

I myself find that I trust my own writing most, and others seem to trust it most, too, when I sound most like a person from Indianapolis, which is what I am. What alternatives do I have? The one most vehemently recommended by teachers has no doubt been pressed on you, as well: to write like cultivated Englishmen of a century or more ago.

6. Say what you mean to say

I used to be exasperated by such teachers, but am no more. I understand now that all those antique essays and stories with which I was to compare my own work were not magnificent for their datedness or foreignness, but for saying precisely what their authors

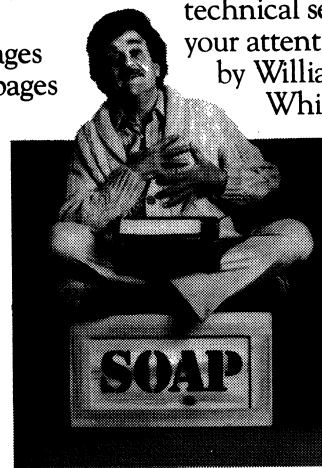
meant them to say. My teachers wished me to write accurately, always selecting the most effective words, and relating the words to one another unambiguously, rigidly, like parts of a machine. The teachers did not want to turn me into an Englishman after all. They hoped that I would become understandable – and therefore understood.

And there went my dream of doing with words what Pablo Picasso did with paint or what any number of jazz idols did with music. If I broke all the rules of punctuation, had words mean whatever I wanted them to mean, and strung them together higgledy-piggledy, I would simply not be understood. So you, too, had better avoid Picasso-style or jazz-style writing, if you have something worth saying and wish to be understood.

Readers want our pages to look very much like pages they have seen before. Why? This is because they themselves have a tough job to do, and they need all the help they can get from us.

7. Pity the readers

They have to identify thousands of little marks on paper, and make sense of them immediately. They have to read, an art so difficult that most people don't really master it even after having studied it all through grade school and high school – twelve long years.



"Pick a subject you care so deeply about that you'd speak on a soapbox about it."

So this discussion must finally acknowledge that our stylistic options as writers are neither numerous nor glamorous, since our readers are bound to be such imperfect artists. Our audience requires us to be sympathetic and patient teachers, ever willing to simplify and clarify – whereas we would rather soar high above the crowd, singing like nightingales.

That is the bad news. The good news is that we Americans are governed under a unique Constitution, which allows us to write whatever we please without fear of punishment. So the most meaningful aspect of our styles, which is what we choose to write about, is utterly unlimited.

8. For really detailed advice

For a discussion of literary style in a narrower sense, in a more technical sense, I commend to your attention *The Elements of Style*, by William Strunk, Jr., and E.B. White (Macmillan, 1979).

E.B. White is, of course, one of the most admirable literary stylists this country has so far produced.

You should realize, too, that no one would care how well or badly Mr. White expressed himself, if he did not have perfectly enchanting things to say.

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We believe in the power of the printed word.

How to write clearly

By Edward T. Thompson

Editor-in-Chief, Reader's Digest



International Paper asked Edward T. Thompson to share some of what he has learned in nineteen years with Reader's Digest, a magazine famous for making complicated subjects understandable to millions of readers.

If you are afraid to write, don't be.

If you think you've got to string together big fancy words and high-flying phrases, forget it.

To write well, unless you aspire to be a professional poet or novelist, you only need to get your ideas across simply and clearly.

It's not easy. But it is easier than you might imagine.

There are only three basic requirements:

First, you must *want* to write clearly. And I believe you really do, if you've stayed this far with me.

Second, you must be willing to *work hard*. Thinking means work—and that's what it takes to do anything well.

Third, you must know and follow some *basic guidelines*.

If, while you're writing for clarity, some lovely, dramatic or inspired phrases or sentences come to you, fine. Put them in.

But then with cold, objective eyes and mind ask yourself: "Do they detract from clarity?" If they do, grit your teeth and cut the frills.

Follow some basic guidelines

I can't give you a complete list of

"dos and don'ts" for every writing problem you'll ever face.

But I can give you some fundamental guidelines that cover the most common problems.

1. Outline what you want to say.

I know that sounds grade-schoolish. But you can't write clearly until, *before you start*, you know where you will stop.

Ironically, that's even a problem in writing an outline (i.e., knowing the ending before you begin).

So try this method:

- On 3"x5" cards, write—one point to a card—all the points you need to make.
- Divide the cards into piles—one pile for each group of points *closely related* to each other. (If you were describing an automobile, you'd put all the points about mileage in one pile, all the points about safety in another, and so on.)
- Arrange your piles of points in a sequence. Which are most important and should be given first or saved for last? Which must you present before others in order to make the others understandable?
- Now, *within* each pile, do the same thing—arrange the *points* in logical, understandable order.

There you have your outline, needing only an introduction and conclusion.

This is a practical way to outline. It's also flexible. You can add, delete or change the location of points easily.

2. Start where your readers are.

How much do they know about the subject? Don't write to a level higher than your readers' knowledge of it.

CAUTION: Forget that old—and wrong—advice about writing to a 12-year-old mentality. That's insulting. But do

remember that your prime purpose is to *explain* something, not prove that you're smarter than your readers.

3. Avoid jargon.

Don't use words, expressions, phrases known only to people with specific knowledge or interests.

Example: A scientist, using scientific jargon, wrote, "The biota exhibited a one hundred percent mortality response." He could have written: "All the fish died."

4. Use familiar combinations of words.

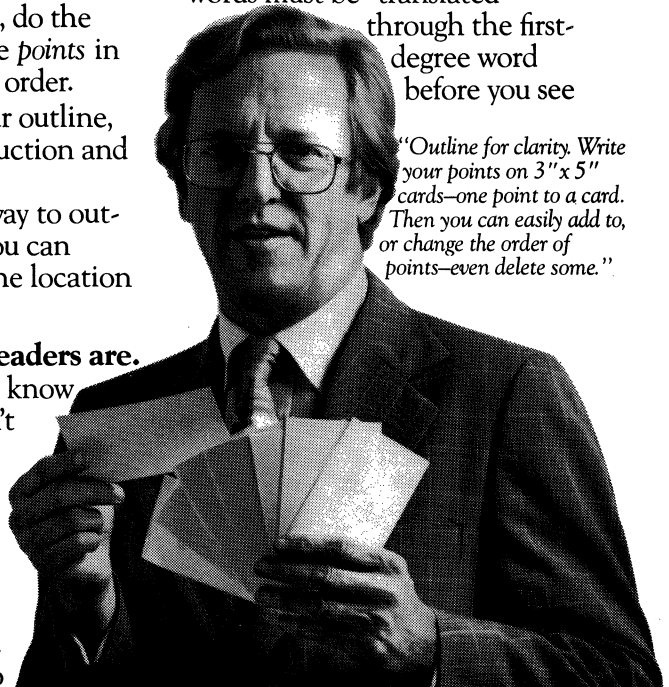
A speech writer for President Franklin D. Roosevelt wrote, "We are endeavoring to construct a more inclusive society." F.D.R. changed it to, "We're going to make a country in which no one is left out."

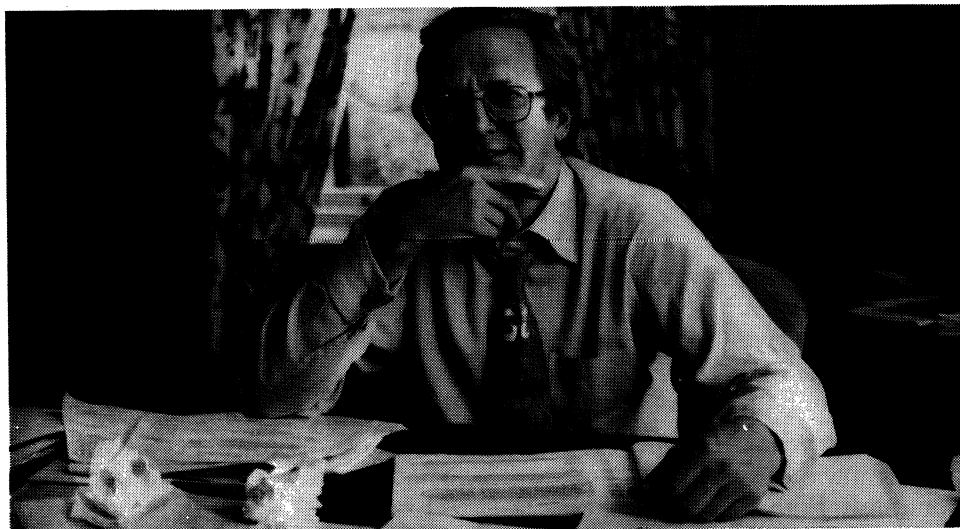
CAUTION: By familiar combinations of words, I do *not* mean incorrect grammar. *That* can be *unclear*. Example: John's father says he can't go out Friday. (Who can't go out? John or his father?)

5. Use "first-degree" words.

These words immediately bring an image to your mind. Other words must be "translated" through the first-degree word before you see

"Outline for clarity. Write your points on 3"x5" cards—one point to a card. Then you can easily add to, or change the order of points—even delete some."





"Grit your teeth and cut the frills. That's one of the suggestions I offer here to help you write clearly. They cover the most common problems. And they're all easy to follow."

the image. Those are second/third-degree words.

First-degree words	Second/third-degree words
face	visage, countenance
stay	abide, remain, reside
book	volume, tome, publication

First-degree words are usually the most precise words, too.

6. Stick to the point.

Your outline—which was more work in the beginning—now saves you work. Because now you can ask about any sentence you write: "Does it relate to a point in the outline? If it doesn't, should I add it to the outline? If not, I'm getting off the track." Then, full steam ahead—on the main line.

7. Be as brief as possible.

Whatever you write, shortening—condensing—almost always makes it tighter, straighter, easier to read and understand.

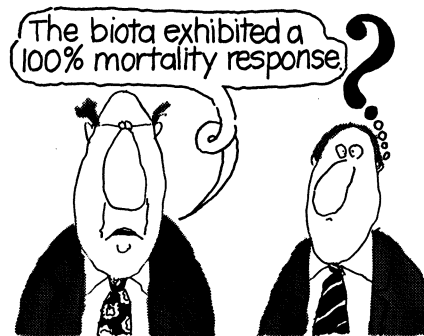
Condensing, as *Reader's Digest* does it, is in large part artistry. But it involves techniques that anyone can learn and use.

- **Present your points in logical ABC order:** Here again, your outline should save you work because, if you did it right, your points already stand in logical ABC order—A makes B understandable, B makes C understandable and so on. To write in a straight line is to say something clearly in the fewest possible words.

- **Don't waste words telling people what they already know:** Notice how we edited this: "Have you ever

wondered how banks rate you as a credit risk? ~~You know, of course, that it's some combination of facts about your income, your job, and so on. But actually,~~ Many banks have a scoring system...."

- **Cut out excess evidence and unnecessary anecdotes:** Usually, one fact or example (at most, two) will support a point. More just belabor it. And while writing about some-



Writing clearly means avoiding jargon. Why didn't he just say: "All the fish died!"

thing may remind you of a good story, ask yourself: "Does it *really* help to tell the story, or does it slow me down?"

(Many people think *Reader's Digest* articles are filled with anecdotes. Actually, we use them sparingly and usually for one of two reasons: either the subject is so dry it needs some "humanity" to give it life; or the subject is so hard to grasp, it needs anecdotes to help readers understand. If the subject is both lively and easy to grasp, we move right along.)

- **Look for the most common word wasters:** windy phrases.

Windy phrases	Cut to...
at the present time	now
in the event of	if
in the majority of instances	usually

- **Look for passive verbs you can make active:** Invariably, this produces a shorter sentence. "The cherry tree *was* chopped down by George Washington." (Passive verb and nine words.) "George Washington *chopped* down the cherry tree." (Active verb and seven words.)

- **Look for positive/negative sections from which you can cut the negative:** See how we did it here: "The answer ~~does not rest with carelessness or incompetence. It lies largely in~~ having enough people to do the job."

- **Finally, to write more clearly by saying it in fewer words:** when you've finished, stop.

Edward T. Thompson

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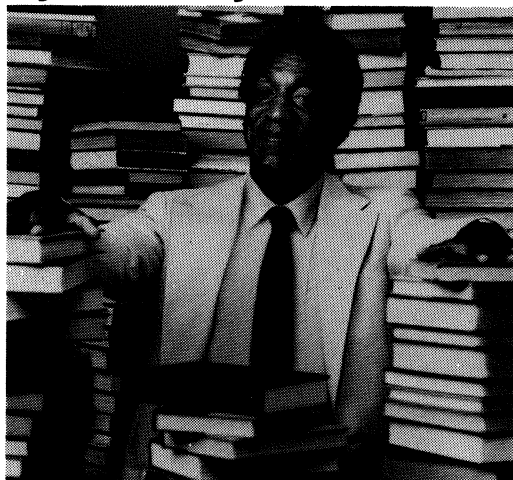


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We believe in the power of the printed word.

How to read faster

By Bill Cosby



International Paper asked Bill Cosby—who earned his doctorate in education and has been involved in projects which help people learn to read faster—to share what he's learned about reading more in less time.

When I was a kid in Philadelphia, I must have read every comic book ever published. (There were fewer of them then than there are now.)

I zipped through all of them in a couple of days, then reread the good ones until the next issues arrived.

Yes indeed, when I was a kid, the reading game was a snap.

But as I got older, my eyeballs must have slowed down or something! I mean, comic books started to pile up faster than my brother Russell and I could read them!

It wasn't until much later, when I was getting my doctorate, I realized it wasn't my eyeballs that were to blame. Thank goodness. They're still moving as well as ever.

The problem is, there's too much to read these days, and too little time to read every word of it.

Now, mind you, I still read comic books. In addition to contracts, novels, and newspapers. Screenplays, tax returns and correspondence. Even textbooks about how people read. And which techniques help people read more in less time.

I'll let you in on a little secret. There are hundreds of techniques you could learn to help you read

faster. But I know of 3 that are especially good.

And if I can learn them, so can you—and you can put them to use *immediately*.

They are commonsense, practical ways to get the meaning from printed words quickly and efficiently. So you'll have time to enjoy your comic books, have a good laugh with Mark Twain or a good cry with *War and Peace*. Ready?

Okay. The first two ways can help you get through tons of reading material—fast—without reading every word.

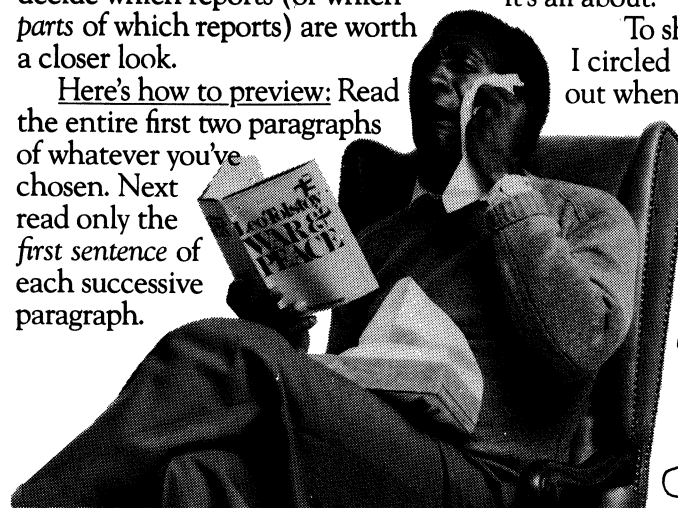
They'll give you the *overall* meaning of what you're reading. And let you cut out an awful lot of *unnecessary* reading.

1. Preview—if it's long and hard

Previewing is especially useful for getting a general idea of heavy reading like long magazine or newspaper articles, business reports, and nonfiction books.

It can give you as much as half the comprehension in as little as one tenth the time. For example, you should be able to preview eight or ten 100-page reports in an hour. After previewing, you'll be able to decide which reports (or which parts of which reports) are worth a closer look.

Here's how to preview: Read the entire first two paragraphs of whatever you've chosen. Next read only the first sentence of each successive paragraph.



"Learn to read faster and you'll have time for a good laugh with Mark Twain—and a good cry with *War and Peace*."

Then read the entire last two paragraphs.

Previewing doesn't give you all the details. But it does keep you from spending time on things you don't really want—or need—to read.

Notice that previewing gives you a quick, overall view of *long, unfamiliar* material. For short, light reading, there's a better technique.

2. Skim—if it's short and simple

Skimming is a good way to get a general idea of light reading—like popular magazines or the sports and entertainment sections of the paper.

You should be able to skim a weekly popular magazine or the second section of your daily paper in less than *half* the time it takes you to read it now.

Skimming is also a great way to review material you've read before.

Here's how to skim: Think of your eyes as magnets. Force them to move fast. Sweep them across each and every line of type. Pick up *only a few key words in each line*.

Everybody skims differently.

You and I may not pick up exactly the same words when we skim the same piece, but we'll both get a pretty similar idea of what it's all about.

To show you how it works, I circled the words I picked out when I skimmed the following story.

Try it. It shouldn't take you more than 10 seconds.

My brother (Russell) thinks monsters live in our bedroom closet at night. But I told him (he is crazy).

"Go and check then," he said.

(I didn't want to.)

Russell said (I was chicken).

"Am not," I said.

"Are so," he said.

So I told him the monsters were going to eat him at midnight. He started to cry. My Dad came in and told the monsters to beat it. Then he told us to go to sleep.

"If I hear any more about monsters," he said, "I'll spank you."

We went to sleep fast. And you know something? They never did come back.

Skimming can give you a very good idea of this story in about half



"Read with a good light—and with as few friends as possible to help you out. No TV, no music. It'll help you concentrate better—and read faster."

the words—and in less than half the time it'd take to read every word.

So far, you've seen that pre-viewing and skimming can give you a general idea about content—fast. But neither technique can promise more than 50 percent comprehension, because you aren't reading all the words. (Nobody gets something for nothing in the reading game.)

To read faster and understand most—if not all—of what you read, you need to know a third technique.

3. Cluster—to increase speed and comprehension

Most of us learned to read by looking at each word in a sentence—one at a time.

Like this:

My—brother—Russell—thinks—monsters...

You probably still read this way sometimes, especially when the words are difficult. Or when the words have an extra-special meaning—as in a poem, a Shakespearean

play, or a contract. And that's O.K.

But word-by-word reading is a rotten way to read faster. It actually cuts down on your speed.

Clustering trains you to look at groups of words instead of one at a time—to increase your speed enormously. For most of us, clustering is a totally different way of seeing what we read.

Here's how to cluster: Train your eyes to see all the words in clusters of up to 3 or 4 words at a glance.

Here's how I'd cluster the story we just skimmed:

(My brother Russell thinks monsters live in our bedroom closet at night.)

(But I told him he is crazy.)

("Go and check then," he said.)

(I didn't want to, Russell said.)

(I was chicken.)

("Am not," I said.)

("Are so," he said.)

(So I told him the monsters were going to eat him at midnight.)

(He started to cry. My Dad came in and told the monsters to beat it.)

(Then he told us to go to sleep.)

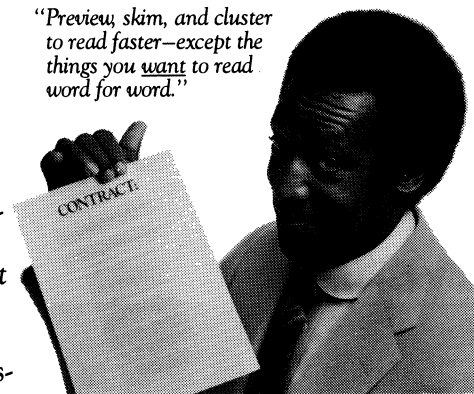
("If I hear any more about monsters," he said, "I'll spank you.")

(We went to sleep fast. And you know something? They never did come back.)

Learning to read clusters is not something your eyes do naturally. It takes constant practice.

Here's how to go about it: Pick something light to read. Read it as fast as you can. Concentrate on seeing 3 to 4 words at once rather than one word at a time. Then reread

"Preview, skim, and cluster to read faster—except the things you want to read word for word."



the piece at your normal speed to see what you missed the first time.

Try a second piece. First cluster, then reread to see what you missed in this one.

When you can read in clusters without missing much the first time, your speed has increased. Practice 15 minutes every day and you might pick up the technique in a week or so. (But don't be disappointed if it takes longer. Clustering everything takes time and practice.)

So now you have 3 ways to help you read faster. Preview to cut down on unnecessary heavy reading. Skim to get a quick, general idea of light reading. And cluster to increase your speed and comprehension.

With enough practice, you'll be able to handle more reading at school or work—and at home—in less time. You should even have enough time to read your favorite comic books—and *War and Peace*!

Bill Cosby

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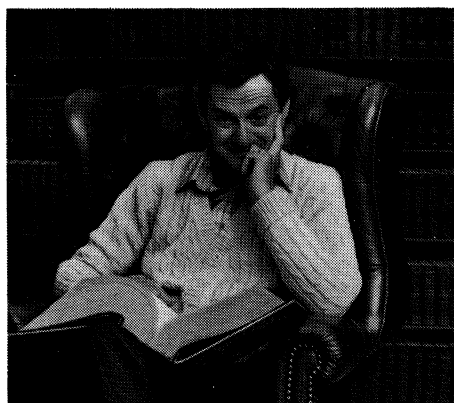
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How to improve your vocabulary

By Tony Randall



International Paper asked Tony Randall—who is on *The American Heritage Dictionary Usage Panel*, and loves words almost as much as acting—to tell how he has acquired his enormous vocabulary.

Words can make us laugh, cry, go to war, fall in love.

Rudyard Kipling called words the most powerful drug of mankind. If they are, I'm a hopeless addict—and I hope to get you hooked, too!

Whether you're still in school or you head up a corporation, the better command you have of words, the better chance you have of saying exactly what you mean, of understanding what others mean—and of getting what you want in the world.

English is the richest language—with the largest vocabulary on earth. Over 1,000,000 words!

You can express shades of meaning that aren't even possible in other languages. (For example, you can differentiate between "sky" and "heaven." The French, Italians and Spanish cannot.)

Yet, the average adult has a vocabulary of only 30,000 to 60,000 words. Imagine what we're missing!

Here are five pointers that help me learn—and remember—whole families of words at a time.

They may not look easy—and

won't be at first. But if you stick with them you'll find they *work*!

What's the first thing to do when you see a word you don't know?

1. Try to guess the meaning of the word from the way it's used

You can often get at least *part* of a word's meaning—just from how it's used in a sentence.

That's why it's so important to read as much as you can—different kinds of things: magazines, books, newspapers you don't normally read. The more you *expose* yourself to new words, the more words you'll pick up *just by seeing how they're used*.

For instance, say you run across the word "manacle":

"The manacles had been on John's wrists for 30 years. Only one person had a key—his wife."

You have a good *idea* of what "manacles" are—just from the context of the sentence.

But let's find out *exactly* what the word means and where it comes from. The only way to do this, and to build an extensive vocabulary *fast*, is to go to the dictionary. (How lucky, you *can*—Shakespeare *couldn't*. There *wasn't* an English dictionary in his day!)

So you go to the dictionary. (NOTE: Don't let dictionary abbreviations put you off. The front tells you what they mean, and even has a guide to pronunciation.)

2. Look it up

Here's the definition for "manacle" in *The American Heritage*

Dictionary of the English Language.

man-a-cle (mān'ə-kəl) *n.* Usually plural.

1. A device for confining the hands, usually consisting of two metal rings that are fastened about the wrists and joined by a metal chain; a handcuff. 2. Anything that confines or restrains.—*tr. v.* **manacled, -cling, -cles.**

1. To restrain with manacles. 2. To confine or restrain as if with manacles; shackle; fetter. [Middle English *manicle*, from Old French, from Latin *manicula*, little hand, handle, diminutive of *manus*, hand. See **man**-² in Appendix.*]

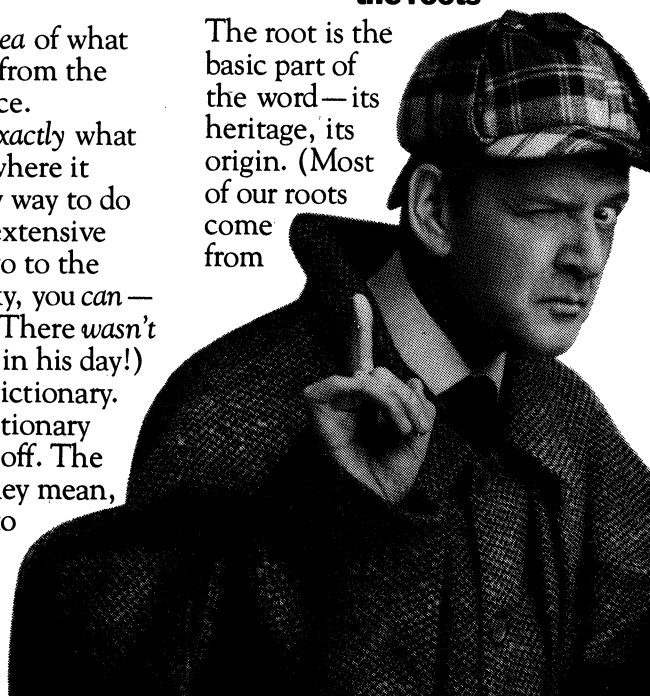
The first definition fits here: A device for confining the hands, usually consisting of two metal rings that are fastened about the wrists and joined by a metal chain; a handcuff.

Well, that's what you *thought* it meant. But what's the idea *behind* the word? What are its roots? To really understand a word, you need to know.

Here's where the detective work—and the *fun*—begins.

3. Dig the meaning out by the roots

The root is the basic part of the word—its heritage, its origin. (Most of our roots come from



"Your main clue to remembering a word is its root—its origin."



"'Emancipate' has a Latin root. Learn it and you'll know other words at a glance."

Latin and Greek words at least 2,000 years old—which come from even earlier Indo-European tongues!)

Learning the roots: 1) Helps us remember words.

2) Gives us a deeper understanding of the words we already know. And 3)

allows us to pick up whole families of new words at a time. That's why learning the root is the most important part of going to the dictionary.

Notice the root of "manacle" is *manus* (Latin) meaning "hand."

Well, that makes sense. Now, other words with this root, man, start to make sense, too.

Take manual—something done "by hand" (manual labor) or a "handbook." And manage—to "handle" something (as a manager). When you emancipate someone, you're taking him "from the hands of" someone else.

When you manufacture something, you "make it by hand" (in its original meaning).

And when you finish your first novel, your publisher will see your—originally "handwritten"—manuscript.

Imagine! A whole new world of words opens up—just from one simple root!

The root gives the *basic* clue to the meaning of a word. But there's another important clue that runs a close second—the *prefix*.

4. Get the powerful prefixes under your belt

A prefix is the part that's sometimes attached to the front of a word. Like—well, prefix! There aren't many—less than 100 major prefixes—and you'll learn them in no time at all just by becoming more aware of the meanings of words you already know.

Here are a few. (Some of the "How-to" vocabulary-building

books will give you the others.)

PREFIX		MEANING	EXAMPLES	(Literal sense)
(Lat.)	(Gk.)			
com, con, co, col, cor	sym, syn, syl	with, very, together	conform, sympathy	(form with) (feeling with)
in, im, il, ir	a, an	not, without	innocent, amorphous	(not wicked) (without form)
contra, counter	anti, ant	against, opposite	contravene, antidote	(come against) (give against)

Now, see how the *prefix* (along with the context) helps you get the meaning of the italicized words:

- "If you're going to be my witness, your story must corroborate my story." (The literal meaning of *corroborate* is "strengthen together.")

- "You told me one thing—now you tell me another. Don't contradict yourself." (The literal meaning of *contradict* is "say against.")

- "Oh, that snake's not poisonous. It's a completely innocuous little garden snake." (The literal meaning of *innocuous* is "not harmful.")

Now, you've got some new words. What are you going to do with them?

5. Put your new words to work at once

Use them several times the first day you learn them. Say them out loud! Write them in sentences.

Should you "use" them on friends? Careful—you don't want them to think you're a stuffed shirt. (It depends on the situation. You *know* when a word sounds natural—and when it sounds stuffy.)

How about your *enemies*? You have my blessing. Ask one of them

if he's read that article on pneumonoultramicroscopicsilicovolcanoconiosis. (You really can find it in the dictionary.) Now, you're one up on him.

So what do you do to improve your vocabulary?

Remember: 1) Try to guess the meaning of the word from the way it's used. 2) Look it up. 3) Dig the meaning out by the roots. 4) Get the powerful prefixes under your belt. 5) Put your new words to work at once.

That's all there is to it—you're off on your treasure hunt.

Now, do you see why I love words so much?

Aristophanes said, "By words, the mind is excited and the spirit elated." It's as true today as it was



"The more words you know, the more you can use. What does 'corroborate' *really* mean? See the text."

when he said it in Athens—2,400 years ago!

I hope you're now like me—hooked on words forever.

Tony Randall

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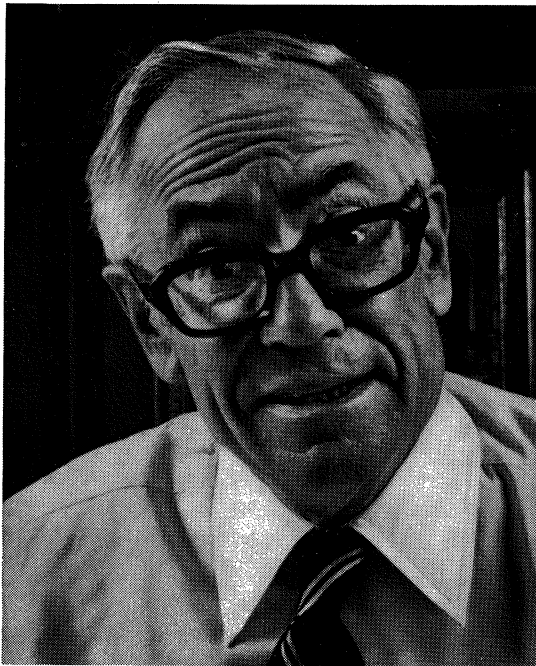
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How to write a business letter

Some thoughts from Malcolm Forbes

President and Editor-in-Chief of Forbes Magazine



International Paper asked Malcolm Forbes to share some things he's learned about writing a good business letter. One rule, "Be crystal clear."

A good business letter can get you a job interview.

Get you off the hook.

Or get you money.

It's totally asinine to blow your chances of getting *whatever* you want—with a business letter that turns people off instead of turning them on.

The best place to learn to write is in school. If you're still there, pick your teachers' brains.

If not, big deal. I learned to ride a motorcycle at 50 and fly balloons at 52. It's never too late to learn.

Over 10,000 business letters come across my desk every year. They seem to fall into three categories: stultifying if not stupid, mundane (most of them), and first rate (rare). Here's the approach

I've found that separates the winners from the losers (most of it's just good common sense)—it starts *before* you write your letter:

Know what you want

If you don't, write it down—in one sentence. "I want to get an interview within the next two weeks." That simple. List the major points you want to get across—it'll keep you on course.

If you're *answering* a letter, check the points that need answering and keep the letter in front of you while you write. This way you won't forget anything—that would cause another round of letters.

And for goodness' sake, answer promptly if you're going to answer at all. Don't sit on a letter—that invites the person on the other end to sit on whatever you want from him.

Plunge right in

Call him by name—not "Dear Sir, Madam, or Ms." "Dear Mr. Chrisanthopoulos"—and be sure to spell it right. That'll get him (thus, you) off to a good start.

(Usually, you can get his name just by phoning his company—or from a business directory in your nearest library.)

Tell what your letter is about in the first paragraph. One or two sentences. Don't keep your reader guessing or he might file your letter away—even before he finishes it.

In the round file.

If you're answering a letter, refer to the date

it was written. So the reader won't waste time hunting for it.

People who read business letters are as human as thee and me. Reading a letter shouldn't be a chore—reward the reader for the time he gives you.

Write so he'll enjoy it

Write the entire letter from his point of view—what's in it for *him*? Beat him to the draw—surprise him by answering the questions and objections he might have.

Be positive—he'll be more receptive to what you have to say.

Be nice. Contrary to the cliché, genuinely nice guys most often finish first or very near it. I admit it's not easy when you've got a gripe. To be agreeable while disagreeing—that's an art.

Be natural—write the way you talk. Imagine him sitting in front of you—what would you say to him?

Business jargon too often is cold, stiff, unnatural.

Suppose I came up to you and said, "I acknowledge receipt of your letter and I beg to thank you." You'd think, "Huh? You're putting me on."

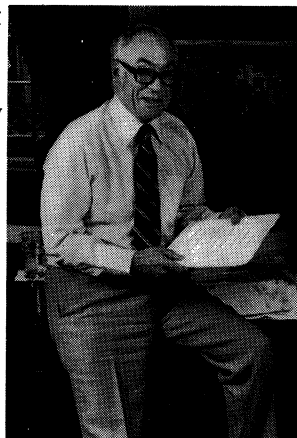
The acid test—read your letter *out loud* when you're done. You

might get a shock—but you'll know for sure if it sounds natural.

Don't be cute or flippant. The reader won't take you seriously. This doesn't mean you've got to be dull. You prefer your letter to knock 'em dead rather than bore 'em to death.

Three points to remember:

Have a sense of humor. That's refreshing anywhere—a nice surprise



"Be natural. Imagine him sitting in front of you—what would you say to him?"

in a business letter.

Be specific. If I tell you there's a new fuel that could save gasoline, you might not believe me. But suppose I tell you this:

"Gasohol"—10% alcohol, 90% gasoline—works as well as straight gasoline. Since you can make alcohol from grain or corn stalks, wood or wood waste, coal—even garbage, it's worth some real follow-through.

Now you've got something to sink your teeth into.

Lean heavier on nouns and verbs, lighter on adjectives. Use the active voice instead of the passive. Your writing will have more guts.

Which of these is stronger?

Active voice: "I kicked out my money manager." Or, passive voice: "My money manager was kicked out by me." (By the way, neither is true. My son, Malcolm Jr., manages most Forbes money—he's a brilliant moneyman.)



"I learned to ride a motorcycle at 50 and fly balloons at 52. It's never too late to learn anything."

Give it the best you've got

When you don't want something enough to make the effort, making an effort is a waste.

Make your letter look appetizing—or you'll strike out before you even get to bat. Type it—on good-quality 8½" x 11" stationery. Keep it neat. And use paragraphing that makes it easier to read.

Keep your letter short—to one page, if possible. Keep your paragraphs short. After all, who's going to benefit if your letter is quick and easy to read?

You.

For emphasis, underline impor-

tant words. And sometimes indent sentences as well as paragraphs.

Like this. See how well it works? (But save it for something special.)

Make it perfect. No typos, no misspellings, no factual errors. If you're sloppy and let mistakes slip by, the person reading your letter will think you don't know better or don't care. Do you?

Be crystal clear. You won't get what you're after if your reader doesn't get the message.

Use good English. If you're still in school, take all the English and writing courses you can. The way you write and speak can really help—or hurt.

If you're not in school (even if you are), get the little 71-page gem by Strunk & White, *Elements of Style*. It's in paperback. It's fun to read and loaded with tips on good English and good writing.

Don't put on airs.

Pretense invariably impresses only the pretender.

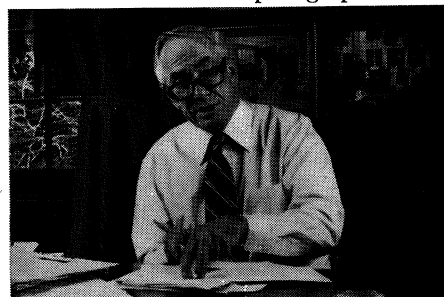
Don't exaggerate. Even once. Your reader will suspect everything else you write.

Distinguish opinions from facts. Your opinions may be the best in the world. But they're not gospel. You owe it to your reader to let him know which is which. He'll appreciate it and he'll admire you. The dumbest people I know are those who Know It All.

Be honest. It'll get you further in the long run. If you're not, you won't rest easy until you're

found out. (The latter, not speaking from experience.)

Edit ruthlessly. Somebody has said that words are a lot like inflated money—the more of them that you use, the less each one of them is worth. Right on. Go through your entire letter just as many times as it takes. Search out and Annihilate all unnecessary words, and sentences—even entire paragraphs.



"Don't exaggerate. Even once. Your reader will suspect everything else you write."

Sum it up and get out

The last paragraph should tell the reader exactly what you want him to do—or what you're going to do. Short and sweet. "May I have an appointment? Next Monday, the 16th, I'll call your secretary to see when it'll be most convenient for you."

Close with something simple like, "Sincerely." And for heaven's sake sign legibly. The biggest ego trip I know is a completely illegible signature.

Good luck.

I hope you get what you're after.

Sincerely,

Malcolm J. Forbes

Years ago, International Paper sponsored a series of advertisements, "Send me a man who reads," to help make Americans more aware of the value of reading.

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We believe in the power of the printed word.

How to write a resume

by Jerrold G. Simon, Ed.D.
Harvard Business School



International Paper asked Jerrold G. Simon, Ed.D., psychologist and career development specialist at Harvard Business School, who has counseled over a thousand people in their search for jobs, to tell you how to go after the job you really want.

If you are about to launch a search for a job, the suggestions I offer here can help you whether or not you have a high school or college diploma, whether you are just starting out or changing your job or career in midstream.

"What do I want to do?"

Before you try to find a job opening, you have to answer the hardest question of your working life: "What do I want to do?" Here's a good way.

Sit down with a piece of paper and don't get up till you've listed all the things you're proud to have accomplished. Your list might include being head of a fund-raising campaign, or acting a juicy role in the senior play.

Study the list. You'll see a pattern emerge of the things you do best and like to do best. You might discover that you're happiest working with people, or maybe with numbers, or words, or well, you'll see it.

Once you've decided what job area to go after, read

more about it in the reference section of your library. "Talk shop" with any people you know in that field. Then start to get your resume together.

There are many good books that offer sample resumes and describe widely used formats. The one that is still most popular, the *reverse chronological*, emphasizes where you worked and when, and the jobs and titles you held.

How to organize it

Your name and address go at the top. Also phone number.

What job do you want? That's what a prospective employer looks for first. If you know exactly, list that next under *Job Objective*. Otherwise, save it for your cover letter (I describe that later), when you're writing for a specific job to a specific person. In any case, make sure your resume focuses on the kind of work you can do and want to do.

Now comes *Work Experience*. Here's where you list your qualifications.

Lead with your most important credentials.

If you've had a distinguished work history in an area related to the job you're seeking, lead

off with that. If your education will impress the prospective employer more, start with that.

Begin with your most recent experience first and work backwards. Include your titles or positions held. And list the years.

Figures don't brag

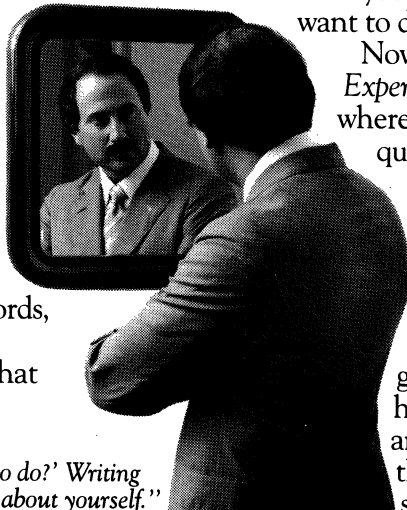
The most qualified people don't always get the job. It goes to the person who presents himself most persuasively in person and on paper.

So don't just list where you were and what you did. This is your chance to tell *how well you did*. Were you the best salesman? Did you cut operating costs? Give numbers, statistics, percentages, increases in sales or profits.

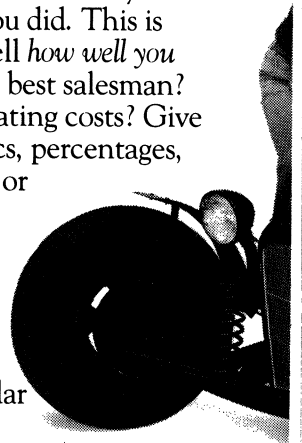
No job experience?

In that case, list your summer jobs, extracurricular school activities, honors, awards. Choose the activities that will enhance your qualifications for the job.

Next list your *Education*—unless you chose to start with that. This should also be in reverse chronological order. List your high school only if you didn't go on to college. Include college degree, postgraduate degrees, dates conferred, major and minor courses you took that help qualify you for the job you want.



"'Who am I? What do I want to do?' Writing your resume forces you to think about yourself."



Also, did you pay your own way? Earn scholarships or fellowships? Those are impressive accomplishments.

No diplomas or degrees?

Then tell about your education: special training programs or courses that can qualify you. Describe outside activities that reveal your talents and abilities. Did you sell the most tickets to the annual charity musical? Did you take your motorcycle engine apart and put it back together so it works? These can help you.

Next, list any *Military Service*. This could lead off your resume if it is your only work experience. Stress skills learned, promotions earned, leadership shown.

Now comes *Personal Data*. This is your chance to let the reader get a glimpse of the personal you, and to further the image you've worked to project in the preceding sections. For example, if you're after a job in computer programming, and you enjoy playing chess, mention it.



"Talk about a hobby if it'll help get the job. Want to be an automotive engineer? Tell how you built your own hot rod."

Chess playing requires the ability to think through a problem.

Include foreign languages spoken, extensive travel, particular interests or professional memberships, if they advance your cause.

Keep your writing style simple. Be brief. Start sentences with

impressive action verbs: "Created," "Designed," "Achieved," "Caused."

No typos, please

Make sure your grammar and spelling are correct. And no typos!

Use 8½" x 11" bond paper—white or off-white for easy reading. Don't cram things together.

Make sure your original is clean and readable. Then have it professionally duplicated. No carbons.

Get it into the right hands

Now that your resume is ready, start to track down job openings. How? Look up business friends, personal friends, neighbors, your minister, your college alumni association, professional services. Keep up with trade publications, and read help-wanted ads.

And start your own "direct mail" campaign. First, find out about the companies you are interested in—their size, location, what they make, their competition, their advertising, their prospects. Get their annual report—and read it.

No "Dear Sir" letters

Send your resume, along with a cover letter, to a specific person in the company, not to "Gentlemen" or "Dear Sir." The person should be the top person in the area where you want to work. Spell his name properly! The cover letter should appeal to your reader's own needs. What's in it for him?

Quickly explain why you are approaching *his* company (their product line, their superior training program) and what you can bring to the party. Back up your claims with facts. Then refer him to your enclosed resume and ask for an interview.

Oh, boy! An interview!

And now you've got an interview! Be sure to call the day before to confirm it. Meantime, *prepare yourself*. Research the company and the job by reading books and business journals in the library.

On the big day, arrive 15 minutes early. Act calm, even though, if you're normal, you're trembling inside at 6.5 on the Richter scale. At every chance, let your interviewer see that your personal skills and qualifications relate to the job at hand. If it's a sales position, for example, go all out to show how articulate and persuasive you are.

Afterwards, follow through with a brief thank-you note. This is a fine opportunity to restate your qualifications and add any important points you didn't get a chance to bring up during the interview.

Keep good records

Keep a list of prospects. List the dates you contacted them, when they replied, what was said.

And remember, someone out there is looking for someone *just like you*. It takes hard work and sometimes luck to find that person. Keep at it and you'll succeed.

Jerrold Simon

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How to make a speech

By George Plimpton



International Paper asked George Plimpton, who writes books about facing the sports pros (like "Paper Lion" and "Shadow Box"), and who's in demand to speak about it, to tell you how to face the fear of making a speech.

One of life's terrors for the uninitiated is to be asked to make a speech.

"Why me?" will probably be your first reaction. "I don't have anything to say." It should be reassuring (though it rarely is) that since you were asked, somebody must think you do. The fact is that each one of us has a store of material which should be of interest to others. There is no reason why it should not be adapted to a speech.

Why know how to speak?

Scary as it is, it's important for anyone to be able to speak in front of others, whether twenty around a conference table or a hall filled with a thousand faces.

Being able to speak can mean better grades in any class. It can mean talking the town council out of increasing your property taxes. It can mean talking top management into buying your plan.

How to pick a topic

You were probably asked to speak in the first place in the hope that you would be able to articulate a topic that you know something about. Still, it helps to find out about your audience first. Who are they? Why are they there? What are they

interested in? How much do they already know about your subject? One kind of talk would be appropriate for the Women's Club of Columbus, Ohio, and quite another for the guests at the Vince Lombardi dinner.

How to plan what to say

Here is where you must do your homework.

The more you sweat in advance, the less you'll have to sweat once you appear on stage. Research your topic thoroughly. Check the library for facts, quotes, books and timely magazine and newspaper articles on your subject. Get in touch with experts. Write to them, make phone calls, get interviews to help round out your material.

In short, gather—and learn—far more than you'll ever use. You can't imagine how much confidence that knowledge will inspire.

Now start organizing and writing. Most authorities suggest that a good speech breaks down into three basic parts—an introduction, the body of the speech, and the summation.

Introduction: An audience makes up its mind very quickly. Once the mood of an audience is set, it is difficult to change it, which is why introductions are important. If the speech is to be lighthearted in tone, the speaker can start off by telling a good-natured story about the subject or himself.

But be careful of jokes, especially the shaggy-dog

"What am I doing wrong? Taking refuge behind the lectern, looking scared to death, shuffling pages, and reading my speech. Relax. Come out in the open, gesture, talk to your audience!"

variety. For some reason, the joke that convulses guests in a living room tends to suffer as it emerges through the amplifying system into a public gathering place.

Main body: There are four main intents in the body of the well-made speech. These are 1) to entertain, which is probably the hardest; 2) to instruct, which is the easiest if the speaker has done the research and knows the subject; 3) to persuade, which one does at a sales presentation, a political rally, or a town meeting; and finally, 4) to inspire, which is what the speaker emphasizes at a sales meeting, in a sermon, or at a pep rally. (Hurry-Up Yost, the onetime Michigan football coach, gave

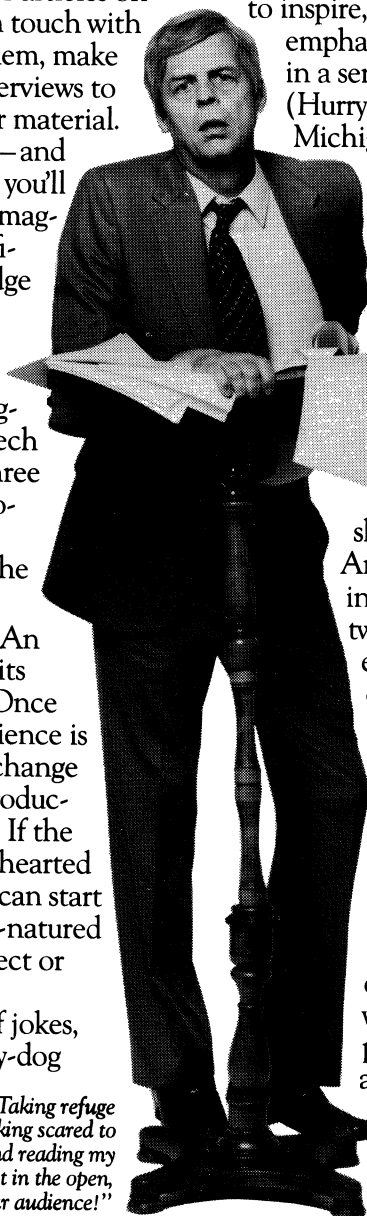
such an inspiration-filled half-time talk that he got carried away and at the final exhortation led his team on the run through the wrong

locker-room door into the swimming pool.)

Summation:

This is where you should "ask for the order." An ending should probably incorporate a sentence or two which sounds like an ending—a short summary of the main points of the speech, perhaps, or the repeat of a phrase that most embodies what the speaker has hoped to convey. It is valuable to think of the last sentence or two as something which might produce applause. Phrases which are perfectly appropriate to signal this are: "In closing..." or "I have one last thing to say..."

Once done—fully written, or the main



points set down on 3" x 5" index cards—the next problem is the actual presentation of the speech. Ideally, a speech should not be read. At least it should never appear or sound as if you are reading it. An audience is dismayed to see a speaker peering down at a thick sheaf of papers on the lectern, wetting his thumb to turn to the next page.

How to sound spontaneous

The best speakers are those who make their words sound spontaneous even if memorized. I've found it's best to learn a speech point by point, not word for word. Careful preparation and a great deal of practicing are required to make it come together smoothly and easily. Mark Twain once said, "It takes three weeks to prepare a good ad-lib speech."

Don't be fooled when you rehearse. It takes longer to deliver a speech than to read it. Most speakers peg along at about 100 words a minute.

Brevity is an asset

A sensible plan, if you have been asked to speak to an exact limit, is to talk your speech into a mirror and stop at your allotted time; then cut the speech accordingly. The more familiar you become with your speech, the more confidently you can deliver it.

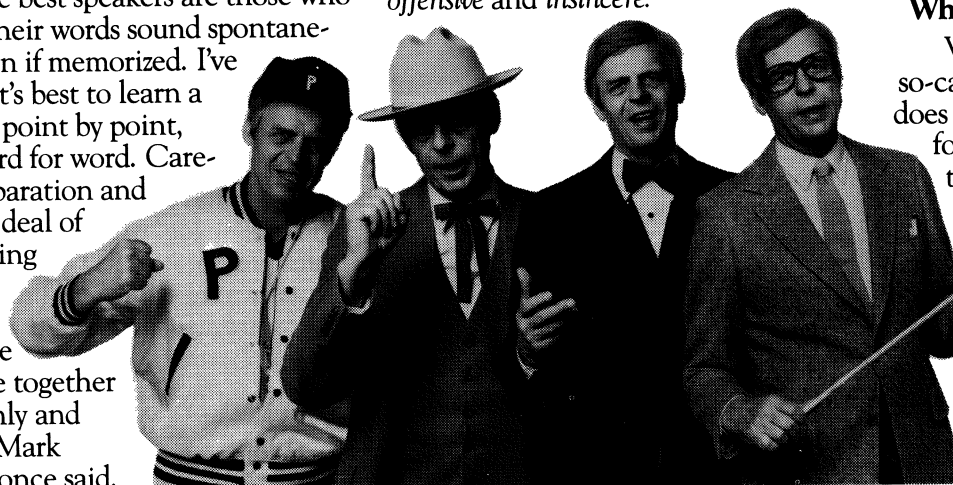
As anyone who listens to speeches knows, brevity is an asset. Twenty minutes are ideal. An hour is the limit an audience can listen comfortably.

In mentioning brevity, it is worth mentioning that the shortest inaugural address was George Washington's—just 135 words. The longest was William Henry Harrison's in 1841. He delivered a two-hour 9,000-word speech into the teeth of a freezing northeast wind. He came down with a cold the

following day, and a month later he died of pneumonia.

Check your grammar

Consult a dictionary for proper meanings and pronunciations. Your audience won't know if you're a bad speller, but they will know if you use or pronounce a word improperly. In my first remarks on the dais, I used to thank people for their "fulsome introduction," until I discovered to my dismay that "fulsome" means *offensive and insincere*.



"Why should you make a speech? There are four big reasons (left to right): to inspire, to persuade, to entertain, to instruct. I'll tell you how to organize what you say."

On the podium

It helps one's nerves to pick out three or four people in the audience—preferably in different sectors so that the speaker is apparently giving his attention to the entire room—on whom to focus. Pick out people who seem to be having a good time.

How questions help

A question period at the end of a speech is a good notion. One would not ask questions following a tribute to the company treasurer on his re-

tirement, say, but a technical talk or an informative speech can be enlivened with a question period.

The crowd

The larger the crowd, the easier it is to speak, because the response is multiplied and increased. Most people do not believe this. They peek out from behind the curtain and if the auditorium is filled to the rafters they begin to moan softly in the back of their throats.

What about stage fright?

Very few speakers escape the so-called "butterflies." There does not seem to be any cure for them, except to realize that they are *beneficial rather than harmful, and never fatal*. The tension usually means that the speaker, being keyed up, will do a better job. Edward R. Murrow called stage fright "the sweat of perfection." Mark Twain once comforted a fright-

frozen friend about to speak: "Just remember they don't expect much." My own feeling is that with thought, preparation and faith in your ideas, *you* can go out there and expect a pleasant surprise.

And what a sensation it is—to hear applause. Invariably after it dies away, the speaker searches out the program chairman—just to make it known that he's available for next month's meeting.

Gene Shingleton

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